**Introduction**

We are pleased to present to you in this leaflet Olympic Solidarity (OS) objectives, budgets and programmes established for the 2017-2020 plan.

The programmes cover the main areas of sports development: athletes, coaches, administrators, promotion of the Olympic values, knowledge-sharing and participation in the Games.

A new plan naturally focuses on consolidating the progress made, but also offers new prospects. That is why, with the aim of optimising its services to the NOCs and in a spirit of environmental sustainability, the “Olympic Solidarity Online Platform” was launched via NOCnet in January 2017.

In order to reach its objectives, the OS international office in Lausanne also proposes two new programmes: **Athlete Career Transition** and **Refugee Athlete Support**, as well as a new unit dedicated to **Forums and Special Projects** in the World Programmes section. The international office continues to manage all the World Programmes in coordination with the OS offices at the various NOC continental associations, which, for their part, offer specific Continental Programmes.

We are glad to embark on this new phase with you – NOCs, continental associations, ANOC and IFs – and with the many partners working on our programmes. Without your valuable and efficient collaboration, we cannot carry out the task entrusted to us. We should like to express our deep gratitude for your continued support.
The “Olympic Solidarity Online Platform” allows the NOCs direct online access to the OS programmes: guidelines, application and report forms.

This is where the NOCs can also find useful information on OS, such as its latest news, publications and visual identity.

We are convinced that, with everyone’s cooperation and support, this new tool offers real added value in managing the activities organised by the NOCs in the framework of OS programmes.

Objectives

- Individualised service offered to NOCs
- Ensure all funds are spent in a responsible, transparent and accountable way
- Focus on NOCs with the greatest need
- Support NOCs wishing to assist other NOCs in their sports development efforts
- Increase assistance for athletes and support NOCs in efforts to protect clean athletes
- Promote Olympic Agenda 2020 concepts through advocacy and education

Strategies

- Athletes, coaches, administrators, promotion of the Olympic values and OG participation
- Work in ever closer collaboration with OS Continental Offices & ANOC
- Improved internal knowledge management
- Reinforce partnership with IFs
- Adjust internal OS organisational structure
- Advocacy and promotion of Olympic Agenda 2020 across all OS programmes and activities
- Funding for basic facility upgrades
- Engage dedicated expert support
- Reinforce network of training venues, universities and experts
- Strengthen partnership with ANOC
The **World Programmes** provide access to technical, financial and administrative assistance and are divided into five areas for the organisation of specific activities related to the development of sport.

The **IOC Subsidies for Participation in Olympic Games** allow the NOCs to benefit from financial assistance paid in three stages: before, during and after the Games.

The **Continental Programmes**, managed by OS continental offices, provide access to technical, financial and administrative assistance to meet the continent's specific needs and priorities.

### Budget

<table>
<thead>
<tr>
<th>Programme</th>
<th>Amount (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Programmes</td>
<td>210,535,000</td>
</tr>
<tr>
<td>Continental Programmes / ANOC Activities</td>
<td>222,050,000</td>
</tr>
<tr>
<td>IOC Subsidies for Participation in Olympic Games</td>
<td>50,000,000</td>
</tr>
<tr>
<td>Administration</td>
<td>20,200,000</td>
</tr>
<tr>
<td>Technical Support Services</td>
<td>6,500,000</td>
</tr>
</tbody>
</table>

- **Total Budget**: USD 509,285,000
- +16% compared to the 2013-2016 budget

### World Programmes

**Athletes**
- Olympic Scholarships for Athletes “PyeongChang 2018”
- Olympic Scholarships for Athletes “Tokyo 2020”
- Team Support Grant
- Continental Athlete Support Grant
- Youth Olympic Games – Athlete Support
- Athlete Career Transition [NEW]
- Refugee Athlete Support [NEW]

**Coaches**
- Technical Courses for Coaches
- Olympic Scholarships for Coaches
- Development of National Sports System

**NOC Management & Knowledge Sharing**
- NOC Administration Development
- National Courses for Sports Administrators
- International Executive Courses in Sport Management
- NOC Solidarity Exchanges

**Promotion of the Olympic Values**
- Sports Medicine and Protection of Clean Athletes
- Sustainability in Sport
- Gender Equality and Diversity
- Sport for Social Development
- Olympic Education, Culture and Legacy

### Forums & Special Projects

- Forums & Workshops
- Special Projects

**General Life Cycle of an Application for OS World Programmes**

1. **NOC submits application**
2. **OS analyses application**
3. **Activity takes place**
4. **NOC submits technical and financial reports**
5. **OS analyses reports**
6. **External auditor controls financial report**
Athletes

Olympic Scholarships for Athletes “PyeongChang 2018”
To offer scholarships to athletes preparing and attempting to qualify for the XXIII Olympic Winter Games PyeongChang 2018.

WHAT Scholarship: monthly training grant + fixed travel subsidy for qualification events.
WHO NOCs with strong winter sports tradition (participation in Sochi) and whose athletes have a proven PyeongChang qualification chance.
WHEN 1 November 2016 to 28 February 2018.
HOW MUCH Variable scholarship amount according to number of scholarships, past Games participation numbers and country cost of living. Fixed travel subsidy.
HOW Individual athlete application; analysis in consultation with the IF and based on NOC priority order.

Team Support Grant
To offer support to national teams to prepare and participate in regional, continental or world level competitions.

WHAT Grant for one summer sport and one winter sport team. Possibility to split the budget available between two teams provided one is a women’s team.
WHO Summer sport teams of international level and on the Olympic programme. Ice hockey or curling teams qualified or taking part in the PyeongChang final qualification round.
WHEN Operational throughout the Olympiad.
HOW MUCH Dependent on level of team, scope and length of activities and budget availability.
HOW Two-step application: quadrennial plan and annual preparation projects.

Continental Athlete Support Grant
To offer financial and technical assistance to NOCs to prepare their athletes for multi-sport Games.

WHAT Grant to assist NOCs to prepare their athletes for multi-sport games.
WHO All NOCs.
WHEN Operational throughout the Olympiad.
HOW MUCH Dependent on scope and length of activities and budget availability.
HOW Two-step application: quadrennial plan and annual preparation projects.

Youth Olympic Games – Athlete Support
To offer assistance to identify, qualify and prepare young athletes to participate in the Summer and Winter Youth Olympic Games.

WHAT Three grant options for winter and summer YOG editions: Identification, YOG Qualification, YOG Preparation.
WHO All NOCs.
WHEN In time to carry out the activity before each edition of YOG.
HOW MUCH Dependent on project scope and budget availability for each edition of YOG.
HOW Separate application for each edition of YOG and each option.

Athlete Career Transition
To offer assistance to support athletes at various stages of their career in view of a successful post-athletic career.

WHAT Technical and financial assistance to provide educational opportunities to athletes and to deliver the IOC Athlete Career Programme.
WHO All NOCs.
WHEN Operational throughout the Olympiad.
HOW MUCH Dependent on scope and length of activities and budget availability.
HOW Application + copy of educational institution registration and agreement. Managed and financed in cooperation with the IOC Sports department.

Refugee Athlete Support
To identify and support a limited number of refugee athletes to prepare for and participate in international competitions.

WHAT Scholarships: monthly training grant and fixed travel subsidy for refugee athletes. Technical and financial assistance for the organisation of specific activities for the identification, training and education of refugee athletes.
WHO NOCs of countries hosting refugees.
WHEN Operational throughout the Olympiad.
HOW MUCH Variable scholarship amount according to training option, number of scholarships and country cost of living.
HOW Individual athlete application. Identification project to be organised in collaboration with the UNHCR.

OS Contacts
Olivier Niamkey
olivier.niamkey@olympic.org
Edward Kensington
edward.kensington@olympic.org
Paola Bueno Carvajal
paola.bueno_carvajal@olympic.org
Astrid Hasler
astrid.hasler@olympic.org
Frank Michellod
frank.michellod@olympic.org
Gonzalo Barrio
gonzalo.barrio@olympic.org
Coaches

Olympic Scholarships for Coaches
To allow coaches to benefit from high-level training.

WHAT  Training programmes in high-level training centres, universities or IFs in sports sciences, sport-specific training or e-learning. NOCs can propose training locations outside the OS network.

WHO  All NOCs, coaches officially recognised by their NF and working in their own country.

WHEN  Two sessions per year (spring and autumn) for training at university, others based on individual arrangements or agenda.

HOW MUCH  In principle, one or two scholarships per year per NOC covering tuition, transport, board and lodging costs, weekly allowance, health and accident insurance.

HOW  Application per scholarship + approval from IF and training centre.

Development of National Sports System
To allow NOCs to develop and strengthen their sports system at local or national level.

WHAT  Develop a national sports and coaching structure by implementing a mid- to long-term action plan for one or several sports. International IF expert works with the national coach(es) towards the implementation of an action plan.

WHO  All NOCs. Focus on the NOCs with the greatest need.

WHEN  Operational throughout the Olympiad.

HOW MUCH  In principle, one project per year per NOC depending on NOC needs. USD 25,000-30,000 including all the expert’s expenses, e.g. international travel, board and lodging, indemnities, etc.

HOW  Application per project + IF endorsement.

Technical Courses for Coaches
To offer training possibilities at different levels for coaches.

WHAT  Training for coaches led by an expert appointed by the IF on a national or regional level.

WHO  All NOCs. Focus on the NOCs with the greatest need.

WHEN  Operational throughout the Olympiad.

HOW MUCH  Average budget: USD 8,000-10,000 per course. In principle, max. 10 courses per Olympiad (max. USD 80,000) and 2 to 4 courses per year depending on NOC needs.

HOW  Content in line with IF’s guidelines. Individual or grouped course application.

OS Contacts
Yassine Yousfi
yassine.yousfi@olympic.org

Carina Dragomir
carina.dragomir@olympic.org

Cynthia Amami
cynthia.amami@olympic.org

Sophie Fiaux
sophie.fiaux@olympic.org
NOC Management & Knowledge Sharing

NOC Administration Development
To support the administrative structures of NOCs.

WHAT
- Administrative Subsidy: contribution towards NOCs’ running costs.
- NOC Management Initiatives: contribution to one-off projects to improve NOCs’ operations.

WHO
All NOCs.

WHEN
Operational throughout the Olympiad.

HOW MUCH
- Administrative Subsidy: USD 45,000 per year.
- NOC Management Initiatives: contribution depending on the project scope and budget.

HOW
- Administrative Subsidy: annual application.
- NOC Management Initiatives: application per project.

NOC Solidarity Exchanges
To promote solidarity by coordinating NOCs’ offers of assistance with the demands of the NOCs in the greatest need.

WHAT
- Developed NOCs provide assistance to and share their knowledge and experience with developing NOCs.

WHO
All NOCs.

WHEN
Depending on individual offers.

HOW MUCH
Depending on individual offers.

HOW
- Developed NOCs are encouraged to assist other NOCs and submit their proposals to OS.

International Executive Courses in Sport Management
To provide sports managers with access to training courses of a higher education level and international significance.

WHAT
- MEMOS (Executive Master in Managing Sport Organisations) in English, French and Spanish.
- 6 thematic modules in 3-4 sessions spanning a year.
- Practical project meant to improve participant’s sports organisation, developed under the supervision of an assigned tutor.

WHO
- Staff and executives of NOCs, affiliated NFs or other national sports organisations, who are nominated by their NOC and meet MEMOS admission criteria.

WHEN
- MEMOS in English: every year, September to September of the following year.
- MEMOS in French: starts in October 2018 and October 2020.

HOW MUCH
- Scholarships cover tuition, travel to all the modules and contribution towards accommodation costs.

HOW
- Programme delivered by a network of universities.

National Courses for Sports Administrators
To offer the possibility to train sports administrators by organising courses in sports administration and management.

WHAT
- Sports Administrators Courses: 30-hour basic level courses based on Sport Administration Manual.
- Advanced Sports Management Courses: focus on six areas of competence, based on the Managing Olympic Sport Organisations manual, organised in modules over several months.

WHO
- Staff and executives of NOCs, affiliated NFs, sports clubs and other sports organisations.

WHEN
- Operational throughout the Olympiad.

HOW MUCH
- Sports Administrators Courses: up to USD 3,500 per course with minimum 40% women participation.
- Advanced Sports Management Courses: up to USD 14,000 per course with minimum 40% women participation.

HOW
- Courses are delivered by NOC instructors trained by OS.

OS Contacts
Joanna Zipser-Graves
joanna.zipser_graves@olympic.org
Catherine Laville
catherine.laville@olympic.org
Angélica Castro
angelica.castro@olympic.org
Aurélie Hoëppe
aurelie.hoeppe@olympic.org
Anne Wuillemin
anne.wuillemin@olympic.org
Promotion of the Olympic Values

Sports Medicine and Protection of Clean Athletes
To encourage NOCs to disseminate knowledge, upskill the sporting community and run projects in the field of sports medicine, particularly with regard to the protection of the health and integrity of clean athletes and the prevention of injury/illness in sport.

Sustainability in Sport
To encourage NOCs to integrate sustainability principles into their policies and working practices and take leadership in terms of promoting sustainability within their national sporting community.

Gender Equality and Diversity
To provide assistance to NOCs towards the development and implementation of strategies, policies and activities promoting gender equality, inclusion and diversity in sports practice and governance.

Promotion of the Olympic Values Programmes

Procedures for the Promotion of the Olympic Values Programmes
WHAT
Strategy: Development of an NOC strategy within the field concerned.
Seminar: On the theme linked to the field concerned.
Projects: Run projects in the field concerned.
Training: Offered to NOCs ad-hoc by OS via third parties.

WHO
All NOCs.

WHEN
Operational throughout the Olympiad.

Training: By the deadline indicated for each training opportunity.

HOW MUCH
Dependent on nature and scope of activity/training and budget availability.

HOW
Application per project/training.

OS Contacts
Nicole Girard-Savoy
nicole.girard_savoy@olympic.org

Nils Holmegaard
nils.holmegaard@olympic.org

Céline Mounoud
celine.mounoud@olympic.org

Leah Bonga
leah.bonga@olympic.org

Forums & Special Projects

Forums & Workshops
To promote concepts and ideas to NOCs and to provide specific training opportunities to targeted groups of NOCs.

WHAT
Annual forums in each continent addressing topics of interest. Olympic Marketing Seminars. Topical training seminars for groups of NOCs. Biennial forums for the Continental Association Athletes’ Commissions.

WHO
All NOCs.

WHEN
Dates to be announced prior to the event.

HOW MUCH
Costs related to travel, room and board.

HOW
OS/Continental Association to coordinate and inform the NOCs.

Special Projects
To respond to special requests from NOCs as a result of extraordinary or unexpected circumstances.

WHAT
Special assistance granted by the OS Commission.

WHO
NOCs in extraordinary or unexpected circumstances.

WHEN
Upon analysis of NOC’s detailed request.

HOW MUCH
Depending on the nature of need and request.

HOW
NOCs submit a request backed up by a detailed explanation and budget breakdown.

OS Contacts
Pamela Vipond
pamela.vipond@olympic.org

Silvia Lucciarini
silvia.lucciarini@olympic.org

Julie-Catherine Gagnon
julie-catherine.gagnon@olympic.org

OS Contacts
Nicole Girard-Savoy
nicole.girard_savoy@olympic.org

Nils Holmegaard
nils.holmegaard@olympic.org

Céline Mounoud
celine.mounoud@olympic.org

Leah Bonga
leah.bonga@olympic.org